

THE SECRET TO A MOTIVATED WORK FORCE

Rewards and Recognition Programs,
The Secret to Maintaining High Morale and a Motivated
Work Force

By
John Jurgle
Pompano Beach Fire Department
Pompano Beach, Florida

CERTIFICATION STATEMENT

I hereby certify that this paper constitutes my own product, that where the language of others is set forth, quotation marks so indicate, and that appropriate credit is given where I have used the language, ideas, expressions, or writings of another.

John Jurgle

Abstract

Employee reward/recognition programs and their effects on morale and motivation amongst the ranks, is one of the primary tools available to managers to affect work force attitudes. The problem is that Pompano Beach Fire Rescue has failed to establish an effective employee reward/recognition program that is valued by its employees, resulting in low morale and motivation. The purpose of this applied research project (ARP) was to evaluate the current employee recognition/reward program and develop a program that was valued by department employees. An action research methodology was used to develop a standard operating procedure (SOP) for the administration and implementation of an employee program.

The research questions that were addressed in the project included:

- a. How valued and effective were the current department's employee recognition/reward program?
- b. How did Pompano Beach Fire Rescue's recognition/reward program compare to other fire departments?
- c. From an employee perspective, what type of recognition/rewards did they value?
- d. How did the department's employee recognition/reward program compare to programs in the private sector?

The information for this research project was obtained during a literature review on employee recognition/rewards programs and their effects on morale and motivation. This search was conducted utilizing sources from the Learning Resource Center at the National Fire Academy and with sources obtained from the Alvin Sherman Library at Nova Southeastern University in Fort Lauderdale, Florida. Additionally, two questionnaires were conducted to gather data. One questionnaire was administered to the employees of Pompano Beach Fire Rescue and the second

was through a web site on the internet. Various web sites on the internet were accessed utilizing Google as the main search engine. Finally, two interviews with local human resource managers were conducted.

The results of the project indicated the members of the department did not believe that the current employee reward/recognition program was effective and did not offer any value.

Employee training, supervisor training, and the formation of a rewards committee was recommended as the initial process to implementation. Finally, the development and implementation of a reward/recognition program was recommended with the procedure provided.

TABLE OF CONTENTS

ABSTRACT -----	3
TABLE OF CONTENTS -----	5
INTRODUCTION-----	6
BACKGROUND AND SIGNIFICANCE -----	7
LITERATURE REVIEW -----	9
PROCEDURES-----	18
RESULTS -----	21
DISCUSSION -----	24
RECOMMENDATIONS-----	27
REFERENCE LIST -----	29
APPENDIX A DEPARTMET QUESTIONNAIRE RESULTS-- -----	32
APPENDIX B INTERNET NATIONAL QUESTIONNAIRE RESULTS-----	46
APPENDIX C PHONE INTERVIEW QUESTIONS-- -----	53
APPENDIX D DEPARTMENT REWARD/RECOGNION PROCEDURE-- -----	58

INTRODUCTION

Baby boomers, Generation X, and Generation Y are just a few of the names that have been associated with the groups of individuals who comprise today's workforce. These very unique and complicated employees of today's workforce present a multitude of interesting challenges for fire department managers regarding morale and motivational issues in the fire service. Employee reward/recognition programs and their effects on morale and motivation amongst the ranks, is one of the primary tools available to managers to affect work force attitudes. The challenges for today's fire service leaders are how to properly recognize, reward, and motivate such a diverse group of individuals from so many different generations.

The problem is that Pompano Beach Fire Rescue has failed to establish an effective employee recognition program that is valued by its employees, resulting in low morale and motivation. This problem came to light when it was expressed by personnel during the department's annual strategic planning session held in 2001. The purpose of this applied research project (ARP) is to revise the current employee recognition/reward program and develop a program that is valued by the department's employees. An action research methodology was used to develop a standard operating procedure (SOP) for the administration and implementation of an employee recognition/reward program.

Research Questions:

- a. How valued and effective is the current department's employee recognition/reward program?
- b. How does Pompano Beach Fire Rescue's employee recognition/reward program compare to other fire departments?
- c. From an employee perspective, what type of recognition and rewards do they value?

- d. How does the department's employee recognition/reward program compare to programs in the private sector?

Background and Significance

Pompano Beach Fire Rescue is located in the South Florida area and serves an urban community of approximately 105,000 residents. The geographic area serviced is approximately twenty five square miles. The city is bordered on the east by the Atlantic Ocean and on its western boarder by the Florida Turnpike. The city of Pompano Beach is made up of residential, commercial, and industrial areas. There are a significant number of both commercial and residential high rise buildings located throughout the city. There are two railways, an inter-state highway, numerous major county roads, and the Florida Turnpike which run through the city.

Pompano Beach Fire Rescue is a full time, paid career department with a staffing level of 197 individuals. Annually, the department responds to approximately 26,000 calls for service, with the majority of the requests (78%) being for medical emergencies. The remaining requests for service are for structure fires, alarms and various other emergencies. The department responds from 6 stations located throughout the city (Pompano Beach Fire Rescue Annual Report, 2007).

In 2001 Pompano Beach Fire Rescue underwent an organizational change at the Fire Administration level. The Fire Chief retired after 10 years of service and was replaced by the Assistant Fire Chief. A significant change that was initiated by the incoming Fire Chief was to conduct an annual strategic planning session with staff personnel and fire department personnel.

During the 2001 planning session, one of the high priority issues identified as a goal for Pompano Beach Fire Rescue in the future was to establish an employee recognition/reward program (Pompano Beach Fire Rescue Annual Plan, 2001). The significance of the goal was identified as an opportunity in the department's SWOT analysis.

In the past, there have been both formal and informal employee reward/recognition programs sponsored by the City of Pompano Beach, however the programs have been inconsistent in their duration and the criteria for receiving recognition was unclear to the employees. In addition, all of the informal programs have been discontinued. These inconsistencies in the recognition programs have resulted in negative effects on the department's morale and employee motivation (personnel comments made at department's strategic planning session, 2001).

Presently there are three formal employee recognition/reward programs in place, which are sponsored by the City of Pompano Beach. One program is called the *Atta Boy or Atta Girl Program* and was designed to recognize an employee who received a compliment from a citizen. Additionally, it has been used to recognize the employee who performed above and beyond what was normally expected. The city has also tried to initiate the Life Saver Award program, however only a limited number of this formal award have been issued over the years, due mainly to the fact that employees were unsure of the requirement to submit recipients names or to receive the award. Finally, the last formal award issued by the City of Pompano Beach is a service award for years of service to the city. These awards were presented for service to the city in increments of 5 year blocks.

This Applied Research Project related to the structural change model taught in the *Executive Development* course. The final product, which will be the development and implementation of a standard operating procedure, will require performing all four phases of the change model detailed in the Executive Development course, which included analysis, planning, implementation, and evaluation (APIE), (Executive Development Student Manual, 2006 p.SM3-4).

This research project related to United States Fire Administration (USFA) operational objective “to respond appropriately in a timely manner to emerging issues” (Executive Fire Officer Program ARP Guidelines, 2005 p II-2) by identifying an issue on a local level and exposing it so others could learn from the information.

LITERATURE REVIEW

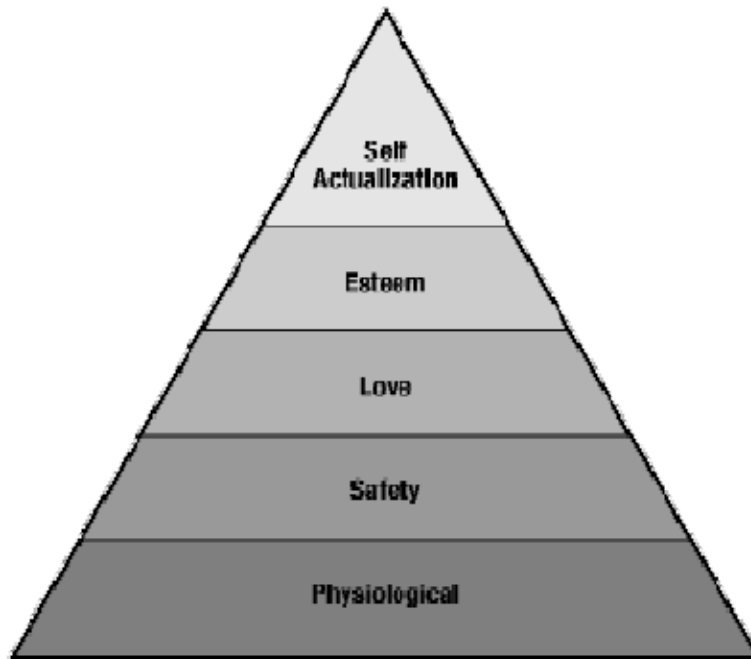
The literature review on employee recognition/rewards programs and their effects on employee morale and motivation was conducted utilizing sources from the Learning Resource Center at the National Fire Academy and the Alvin Sherman Library at Nova Southeastern University in Fort Lauderdale, Florida. The information and material compiled for this research project was obtained from a variety of sources such as publications, periodicals, on-line articles, journals, Executive Fire Officer Program papers, as well as various web sites. The literature review focused on information pertaining to the science and motivational theory aspects of employee recognition programs, a general overview of the values and core concepts of employee recognition programs, and finally a review of programs in the private sector as well as other fire departments.

Three of the leading motivational theories and their influence on employee recognition programs evaluated during the literature review included Maslow’s Theory of Hierarchal Needs, Herzberg’s Two Factor Theory, and Douglas McGregor’s X and Y Theory.

Abraham Maslow was a psychologist who in the mid 1900’s developed the Theory of Hierarchal Needs. The theory states that human beings have a series of basic needs and that these needs must be satisfied before an individual will continue trying to satisfy their higher needs (Maslow, 1970). Maslow’s theory, which is often illustrated in the form of a pyramid

with the base of the pyramid representing a person's basic physiological needs, such as breathing, food, water, sex, sleep, excretion, and homeostasis. The subsequent levels of the pyramid (Figure 1) include safety, love/belonging, esteem, and self actualization (Maslow, 1970).

Figure 1



Human beings normally strive to reach the top of the pyramid or the self-actualization level. The level of the pyramid which is termed Esteem is where one would find the need for recognition along with the need to be respected, to have self-esteem, self-respect, and to respect others. People need to engage themselves to gain recognition and have an activity or activities that give the person a sense of contribution, to feel accepted and self-valued, be it in a profession or hobby (Maslow, 1970). Employee recognition programs speak to the esteem level of the Maslow pyramid. Understanding and encouraging employees to reach the esteem level of

Maslow's hierarchy of needs though employee recognition motivates employee to excel and reinforces positive behaviors.

Herzberg's Two Factor Theory was developed by Frederick Herzberg in the late 1950's. Herzberg theorized that people were motivated by factors which were grouped into two categories, motivators and hygiene's (Herzberg, Mausner, Snyderman, 1967). Motivators, when they were present in the job would produce or increase job satisfaction and morale. These included such things related to job content as job responsibility, advancement, personal achievement and finally chances for recognition (Herzberg, Mausner, Snyderman, 1967). Herzberg's theory stressed the need for individuals to have the opportunity to be recognized as one of the motivators to drive increased employee satisfaction and with their job (Herzberg, Mausner, Snyderman, 1967). Individuals who are satisfied with their jobs are more motivated to perform well. Hygienes on the other hand were related to the context in which people do their jobs. Examples of hygienes included benefits, working conditions, salary, and company policies, just to name a few. It was important to note that when these hygiene's were absent there was dissatisfaction with one's job.

Regarding pay as a motivator, normally employees judge their income by three measures which are, is it fair considering the amount of work the person does, how does the pay compare to other co-workers considering the amount of work they do and how well they do it, and finally how does the individual's pay compare to others in other organizations doing similar work (Cohen, 2006). When the employee was content with the three measures mentioned above, then pay usually was not the primary motivator. Many managers believed that the only thing employees prefer when it comes to reward programs is money (Mauldin, 2004), however studies

conducted over the last several decades have indicated that nonmonetary rewards and recognition can motivate individuals more than cash (Jensen, McMullen, & Stark, 2007). The importance of money has consistently been rated low on a list of what matters most to employees (Cohen, 2006). The risks also existed that cash rewards can denigrate the performance of an individual and replace their sense of pride and satisfaction in the accomplishment with a short term temporary cash award (Tucker, 1998). However, there were those examples of programs that had a strong monetary component to them, such as the Miami-Dade employee reward/recognition program (Miami-Dade Government, 2008).

The final motivational theory examined, as it related to employee recognition programs was McGregor's X and Y Theory. McGregor categorized workers into either category X or category Y (McGregor, 1960). The characteristics of a category X employee or organization include the belief that work is distasteful to most people. These individuals or organizations believe that people are not ambitious and prefer to be directed. People are basically irresponsible according to the Theory X beliefs. More importantly is the belief that motivation occurs only at the physiological and security levels. Theory X makes the assumption that most people must be closely controlled in order to accomplish organizational goals.

McGregor's Theory Y assumes that people approach work as if it were as natural as playing, assuming the conditions are favorable (McGregor, 1960). People and organizations who subscribe to Theory Y approach work and organizational problems with a certain capacity for creativity and are self directed. Most importantly is that motivation in a Theory Y individual occurs at a social, esteem and self-actualization level, much like in Maslow's Theory (Maslow, 1970).

The two primary purposes of an employee recognition program are to recognize employees for contributions and accomplishments, and to help motivate employees to make contributions that support and enhance the organizational goals and objectives (Liff, 2007). Nelson (1994) said, “people tend to be satisfied, productive and motivated when effective performance is recognized and rewarded in ways they highly value.” (p.98)

The results of an employee satisfaction survey revealed that seventy five percent of employees who had considered leaving their jobs did so due to lack of employee growth and recognition programs (La Motta, 1995). Obviously when employees are happy it is easier to meet the organizational goals such as better service, fewer accidents, improved attendance and a decrease in the number of grievances filed (Cochran, 2006). Employee attitudes are determined by job satisfaction and morale (Cochran, 2006).

There were core concepts and common themes regarding employee motivation and reward programs that were frequently noted throughout the literature review. The prominence of these concepts in the literature, as well as their consistency throughout the various sources speaks to the importance of their place in the manager’s tool box. Recognition, when it is given in the correct way, for the right reasons has been identified as one of the most powerful tools a manager has available to motivate employees (Cohen, 2006). Organizations should recognize behaviors they want repeated (Beck, 1998).

Some of the common core concepts and actions identified during the literature review included thanking employees for a job well done, providing consistent and reliable rewards and recognition, praising as close to the event occurrence as possible, and alignment of organizational goals and objectives with reward and recognition programs.

Learning to praise and say thank you is often a difficult and unfamiliar task for many managers, and may require some practice. Often time's managers tend to remain quiet when they should be praising or thanking an employee. Unfortunately, many managers will only speak up when discipline is required or a fault is identified with the employee (La Motta, 1995). This attitude and management approach is counterproductive to improving employee motivation and morale. La Motta (1995, p47) identifies three steps which one should practice when they are praising or thanking an individual:

Step one: Make the general remark that you are use to making. Such as "That was a very good presentation you made, Rob."

Step two: Tell the person specifically what you liked, what behavior you are especially trying to reinforce. As in, "I particularly liked the way you used humor to make a point about the changes we'll have to make in the department."

Step three: Generalize from this specific instance to personality trait or character strength. Such as "Your sense of humor always gets us through rough times. I sure admire that."

It is critical that when an individual thanks or praises an employee for a job well done that the praise is sincere and only employees deserving of praise receive it. Managers who do not recognize employee's day to day accomplishments could be setting the stage for lowered morale and negative behavioral responses (Shaw, 2001). The more praise and thanks that employees deserving of the recognition receive, the more the employees not performing the desired behavior will work to change their behavior and model those individuals receiving recognition (Evans, 2007). Deserving praise and thanks delivered appropriately can be one of the most cost effective employee motivators available (Liff, 2007). As Ludwick (2006) says, "Say thank you, say it a lot. Say it with confidence. Be specific. Just do it." (p.32). Finally, Beck (1994) pointed out that recognitions does not have to be tangible and the mere act of a supervisor acknowledging and employees' contribution would improve morale and motivate individuals.

Providing clear and consistent rewards and recognition to employees was cited throughout the literature as essential to high employee motivation. Providing the employee with clear expectation regarding rewards and recognition was cited by 92% of the respondents in a survey as a primary method of increasing the employee's commitment and satisfaction (Saunderson, 2004). Consistency exhibited by supervisors in the awarding of rewards and recognition to employees builds trust and credibility in the program and the system, as well as in the supervisor. A survey of employees conducted revealed that only 47% of respondent believed that their manager consistently recognized their actions (Saunderson, 2004).

The timeliness of the recognition and reward to the precipitating event has been identified as one of the most important components of an effective award and recognition program in effecting morale and employee motivation. The recognition does not need to be extravagant (Caughlin, 2007). Waiting too long after the event to recognize the effort tends to dull and minimize the recognition and reward, and is a common pitfall of poor recognition programs (Bell & Zemke, 2007). In a survey conducted by Saunderson (2004), 60% of the employee's surveyed rated timeliness as extremely important and 34 % rated timeliness as very important. Timely recognition will reinforce the positive behavior or action, helping to ensure that the employee will repeat the behavior. As Cohen (2006) stated, "Recognition, given the right way, for the right reasons, at the right time, may be the most powerful tool available to a manager." (p.144).

The importance of the alignment of organizational goals and objectives with an employee recognition/reward program is essential to the success of the program and cannot be understated (Liff, 2007). The more aligned the systems are, the more likely that all employees will work

towards the common goals. To be most effective, employee recognition/reward programs should be embedded as part of the organizational culture (Jensen, McMullen, & Stark, 2007).

During the review process, an internet search of various fire departments and private organizations' employee reward/recognition programs revealed organizations with a wide range of approaches to employee reward/recognition programs. Most of the departments reviewed that were successful contained or practiced many of the practices and concepts mentioned above.

Miami-Dade's employee recognition programs had seven different programs in place to reward and recognize employees. Through the various programs, rewards varied from non-monetary rewards and time off, to significant sums of money rewards for suggestions and performance. The organization has also had implemented on the spot awards to be issued by a supervisor when they deemed appropriate (Miami-Dade Government, 2008). Miami-Dade's system has significant monetary incentives included in their program, which according to Mauldin (2004); most managers believe that is what employees prefer. Mauldin, (2004) also emphasized that programs should specific and describes clearly how personnel receiving the awards were selected, which is another component of the Miami-Dade system.

Brevard County Fire Rescue in Brevard, Florida has instituted an employee reward/recognition program based completely on medals to be worn on the employee's uniform. These medals recognize employees for extraordinary feats or acts in their careers ranging from educational accomplishments to acts of heroism. There are over twelve various medals an employee can receive. In addition an employee can also earn certificates of achievement or appreciation. A certificate of achievement is presented to an employee who achieves excellence in their professional endeavors. A certificate of appreciation is awarded to an employee who

performs an extraordinary act in the performance of their duties worthy of praise. The awards are presented by the Fire Chief (Brevard County Fire Rescue, 2008).

Avis Rent-A-Car first established their employee reward/recognition program in 1999. The program, which has become a great success with the employees of the company is survey driven (Anonymous, 2003). The first version of the program was based on a fairly simple idea: Managers nominated workers for various awards they can use to purchase gifts, keeping records of both the nominations and the awards granted. Along with their rewards, employees also receive a thank-you card from the manager and a certificate acknowledging the specific good work being rewarded. It is a combination of monetary and non-monetary rewards program. The program is supported by the CEO and all management level supervisors. Finally, the company uses the program to reinforce the core values of the company (Anonymous, 2003).

Merry Maid Inc. established a reward/recognition program called Team Member of the Year in which team members nominate a co-worker who they feel has exhibited leadership and outstanding service over the year. The overall winners receive a cash award and recognition in the company's newsletter, in addition to an all-expense paid trip to the annual convention where a short video feature about them is presented to the entire organization (McCrarey, 2005).

In summary, the literature indicated that there were many components to an employee reward/recognition program that effect employee morale and motivation. Additionally, the review indicated that throughout the fire service industry, as well as the business world, there were various versions of employee reward/recognition programs that organizations could use to motivate employees. Inclusion of the core concepts in programs such as timeliness, consistency, and saying thank you were essential to successful programs.

PROCEDURES

The intent of these procedures was to obtain information and data from various sources in order to develop and implement an employee reward/recognition program that had value to the employees of Pompano Beach Fire Rescue. Action research was the primary methodology used by the author.

The procedures used to gather and prepare the information for this research project began with an extensive literature review. The initial portion of the literature review was conducted at the Learning Resource Center at the National Emergency Training Center in January of 2008. The literature review was continued for the following seven months at the Alvin W. Sherman Library at Nova Southeastern University in Fort Lauderdale, Florida. The majority of all books, journals, and research papers were retrieved from either the Learning Resource Center or the Alvin W. Sherman Library.

Google was the main search engine utilized to access and retrieve information from the internet. Key words and phrases used during the internet searches included employee reward programs, employee incentives, employee rewards and recognition programs, fire department employee rewards and recognition programs, employee incentives, morale, motivation, and surveys.

Two questionnaires were conducted in order to gather information for this research project. The first questionnaire (Appendix A) was administered locally to 165 members of Pompano Beach Fire Rescue. This questionnaire was used to gain insight into the perceptions, attitudes, and opinions of Pompano Beach Fire Rescue employees towards employee rewards programs in

general, and Pompano Beach Fire Rescue's reward/recognition programs specifically. The local questionnaire was administered to department personnel while they were on duty by an alternative duty (light duty) status individual, ensuring a high rate of completion of the questionnaire (165 of 173 shift employees completed the questionnaire satisfying the 95% confidence level requirement). The questions were closed ended questions that were rated using a scale ranging from strongly agree to strongly disagree. Information was compiled and charts and tables developed as illustrated in Appendix A. Appendix A displays the questions and results. (See appendix A). The questionnaires were completed anonymously.

The second questionnaire, National Fire Service questionnaire (See appendix B), was sent to various fire departments throughout the country via the internet. The primary distribution method for identifying who received the questionnaire was a survey link with the National Society of Executive Fire Officers, NSEFO (www.nsefo.org). Individuals accessing the link at NSEFO were directed to a website called Survey Monkey (www.surveymonkey.com) where they completed the questionnaire (Appendix B). Individuals would complete the questionnaire via the internet and the results were tabulated. Individuals completing the questionnaire did so anonymously. Appendix B displays the questions and results. This questionnaire was intended to obtain a sampling of the opinions, attitudes and practices, regarding employee reward/recognition programs of other fire departments and individuals outside the local area and Pompano Beach Fire Rescue. The questionnaire contained ten questions with limited answers (see Appendix B). The information was tabulated and compiled as displayed in Appendix B.

Two personal phone interviews were conducted on August 29th, 2008 with the Human Resource Managers of two local businesses regarding their company's reward/recognition

programs (personal communication, August 29, 2008). Both individuals were asked the same questions (Appendix C) regarding their employee rewards and recognition programs. The questions were provided to the individuals one week prior to the phone interview in order to allow time for the individuals to review the questions. The purpose of the interview was to identify and review practices in private business employee reward programs with those of fire department programs. The interviews also provided the author of this ARP the opportunity to extract best practices in reward programs from non fire department businesses. These best practices elicited during the interviews could be used as part of the action methodology in developing a reward/recognition program that had value for Pompano Beach Fire Rescue.

There were certain assumptions and limitations made by the author of this research paper. The assumption was made that all participants in the surveys and interviews were honest in their answers and understood the questions as presented. The author did not attach any qualifiers to any of the questions thereby influencing the answers. It was assumed that respondents to the NSEFO were firefighters. Limitation included the lack of response to the national survey conducted through the NSEFO and via the internet. This survey did not meet the 95% confidence level ideally desired for surveys and would question the significance of any information gathered from the survey. The limited ability to provide employees cash or expensive rewards, due primarily to labor contract language, presented certain limitations in the development of the procedure.

DEFINITION AND TERMS:

Light duty-The practice of placing an individual who is normally assigned to a shift work schedule to a normal 40 hour work week schedule due to an injury or unforeseen circumstance.

S.W.O.T. Analysis- The technique of analyzing the strengths, weaknesses, opportunities, and threats facing an organization.

RESULTS

The proposed operating procedure which will be implemented for an employee reward/recognition program is provided in Appendix D.

Research question (a) sought to determine how valued and effective was the current department's employee reward/recognition program? Questions 3 and 4 of the employee questionnaire conducted (Appendix A) addressed research question (a) with the results tabulated in table one. The statistical results of the Pompano Beach employee questionnaire indicated a strong belief that most employees did not find any value or effectiveness in the current employee reward/recognition program.

Table 1- Results of Employee Questionnaire questions 3 and 4

QUESTION #3	STRONGLY AGREE	AGREE	NEUTRAL	STRONGLY DISAGREE	DISAGREE
I believe that the current employee recognition programs used by Pompano Beach Fire Rescue has value to me as an employee.	5%	19%	35%	10%	30%
Question 4					
I believe that the current employee recognition program utilized by Pompano Beach Fire Rescue is effective in providing me with the recognition for my actions.	4%	18%	30%	17%	31%

The second research question, (b) sought to determine how well does Pompano Beach Fire Rescue's employee reward/recognition program compare to other fire

departments? Question 5 (Appendix A) of the employee recognition questionnaire

specifically addressed research question b and the results are tabulated in table two. The

results of the second research question clearly indicate that the majority of the employees do not have a strong opinion regarding the comparison of one department's program to another.

This unusually high neutral opinion is likely the result of a poorly worded question and the

lack of information provided. The information contained in the literature review, as well as

some of the result of the questions in the national questionnaire (Appendix B) would indicate

that such things as consistency and value are lacking in the current Pompano Beach Fire

Rescue Employee Reward/Recognition program when compared to other programs.

Table 2- Results of Employee Questionnaire question 5

QUESTION #5	STRONGLY AGREE	AGREE	NEUTRAL	STRONGLY DISAGREE	DISAGREE
I believe that the employee recognition program utilized in Pompano Beach Fire Rescue is comparable to other local fire department's programs.	0%	8%	64%	7%	21%

The third research question, (c) sought to elicit the employee's attitude towards the type of

reward preferred by asking from an employee's perspective, what type of recognition and

rewards do they value? Question 13 (Appendix A) of the employee recognition questionnaire

specifically addressed research question c and the results were tabulated in table 3. Results from

question 13 of the employee questionnaire, although fairly evenly dispersed across the rating

categories does indicate that monetary rewards rank fairly high as far as what type of reward is desired by Pompano Beach employees. It is interesting to note, however that in the National Fire Service questionnaire (Appendix B) conducted by the author, questions 4 and 5 which dealt with monetary rewards differed significantly from table 3.

Table 3- Results of Employee Questionnaire question 13

QUESTION #13	STRONGLY AGREE	AGREE	NEUTRAL	STRONGLY DISAGREE	DISAGREE
Do you believe that personal recognition for a job well done is more important than a monetary reward?	13%	20%	36%	14%	28%

4. Does your fire department's reward/recognition program provide monetary compensation as rewards?



yes-----18%



no-----82%

5. Does your fire department provide non-monetary rewards such as medals, pins, and certificates for awards rather than monetary?



yes-----87.1%



no-----12.9%

The final research question, (d) asked how did the department's employee recognition/reward program compare to programs in the private sector.

The results of data gathered from the literature review and the two phone interviews conducted with private company managers, indicated that the ability to have strong financial components in a reward program, helped to ensure the program's success and provided rewards valued by the employees.

The results of additional statistical information that were utilized in the composing of this research paper and were obtained from the results of the Employee Questionnaire and the National Fire Service Questionnaire (see Appendix A and B for additional results) are contained in the appendix portion of the document.

The complete results and responses to the questions asked during the two phone interviews conducted with two different private business Human Resource Managers are contained in Appendix C. Some of the common concepts and practices noted in the responses from both managers regarding their rewards program included such things as both programs highest reward is monetary based. There are plenty of non monetary rewards throughout each program however employees can receive up to \$500 as a reward in one company and up to \$5000 dollars as in reward in the other company. Both managers believed their programs were rated as a 5 on a scale of 1 to 5 with 5 being the highest. This rating was their personal opinion. Both manager believed that their programs were valued by their employees due to the fact one company received such a high number of notices for recognition and the other company conducted frequent focus groups to gauge employee satisfaction. Both managers believed that their programs were one of the best reward/recognition programs in the business and they each constantly re-evaluated the programs frequently. Finally, the managers of each company are heavily involved in the programs for their company which each believed was also essential to the program's success.

DISCUSSION

As previously stated in the introduction of this applied research project, the work force in today's fire service is one of the most diverse and challenging groups of individuals to enter the

fire service in some time. With this new and unique work force, it becomes even more important to maintain high morale in the ranks and ensure that managers know how to motivate individuals. One of the most cost effective methods of maintaining high morale and a motivated work force is through a quality reward/ recognition programs and just saying thank you (Liff, 2007).

Recognition, when it is given in the correct way, for the right reasons has been identified as one of the most powerful tools a manager has available to motivate employees (Cohen, 2006). The purpose of this applied research project was to review the current employee recognition/reward program and develop a program that is valued by department employees.

A literature review, as well as data gathered through questionnaires and interviews, was performed and revealed that reward/recognition programs had various components that made the programs successful. The ultimate success of an employee reward/recognition program is measured by employee satisfaction and the perceived value of the program to the employees (personal communication C. Johnson & B. Borr, 2008). Only 5% of the members of the Pompano Beach Fire Rescue Department who participated in a survey (Appendix A) indicated that they believed the department's reward/recognition program had any value to them. Employee attitudes are determined by job satisfaction and morale (Cochran, 2006).

At the most basic levels employee reward/recognition programs address an individual's need for recognition. This basic need for recognition is characterized by Maslow, a psychologist who in the mid 1900's developed the Theory of Hierarchal Needs. The theory states that human beings have a series of basic needs and that these needs must be satisfied before an individual will continue trying to satisfy their higher needs (Maslow, 1970). Individuals need to engage themselves to gain recognition and have an activity or activities that give the person a sense of

contribution, to feel accepted and self-valued, be it in a profession or hobby (Maslow, 1970).

This trait is particularly strong in Firefighters. Understanding that a person's need for recognition is a normal, basic, human characteristic and that if not filled will eventually result in lower employee morale and motivation, should be information that managers and organizations can use to manage their employees better.

Many of the core concepts of successful employee reward/recognition programs were identified and reiterated in the literature. One of the common misconceptions is that monetary rewards are preferred by employees. This misconception is confirmed in the literature by studies conducted over the last several decades that have indicated that nonmonetary rewards and recognition can motivate individuals more than cash (Jensen, McMullen, Stark, 2007). The data collected in both surveys conducted for this research paper indicated that monetary rewards are not common in the fire service and individuals are neutral with regards to receiving monetary reward for their actions (Appendices A & B). Additional core concepts identified in the literature such as timeliness of rewards, sincerity of appreciation, peer recognition, consistency of rewards and criteria, alignment of organizational goals and the reward program were noticeably lacking in ineffective reward/recognition programs. It was noted that nearly 48% of Pompano employees surveyed (Appendix A) did not believe that the departments award program was effective.

It is this author's interpretation of the information gathered in the literature review, questionnaires completed, and interviews conducted, that the current employee reward/recognition program for Pompano Beach Fire Rescue is ineffective and not valued by the department's employees. Of the employees who responded in the Employee Questionnaire, only

24% believed that there was any value to the current rewards/recognition program (Appendix A). In addition, the current program lacks many of the core concepts identified in successful fire department and private business model employee reward programs.

The implication of the results of the research indicates that there is an organizational need to re-evaluate the current reward/recognition program for Pompano Beach Fire Rescue. The ability to align the organizational goals and objectives, as well as the previously noted core concepts with the rewards and recognition programs should help to increase employee motivation and morale, also develop an effective and value based program.

RECOMMENDATIONS:

The employee questionnaire conducted for this applied research project supported the theory that the majority of the employees of Pompano Beach Fire Rescue did not believe there was any value or effectiveness in current employee reward/recognition program. It was the purpose of this project to develop and implement a procedure for an employee reward/recognition program (Appendix D) to be used as a tool by managers to improve morale and employee motivation.

The following suggested recommendations should be implemented:

- Establish rewards/recognition committee
- Develop training programs for supervisors to understand and properly reward and recognize employees for their actions
- Train employees on reward/recognition program criteria
- Implement reward/recognition program, Appendix D

- Evaluate program yearly to ensure the effectiveness and value of the program are maintained.
- Develop and informal reward program.

All future readers should be advised to perform a preliminary assessment of their organization's reward and recognition program prior to automatically implementing any procedures contained in this research project. Within each organization there may not be a need for all components of this paper to be implemented.

References:

- Anonymous. (2003, August). Here's how Avis now 'tries harder' to reward employers. *Institute of Management & Administration*, 3, 8. Retrieved September 3, 2008, from <http://0-proquest.umi.com.novacat.nova.edu/pqdweb?did=374479221&sid=1&Fmt=3&clientId=17038&RQT=309&VName=PQD ABI/INFORM>.
- Beck, R. (1998). Researching employee recognitions programs for the Winter Springs Fire Department. Emmitsburg, MD: National Fire Academy, 1998.
- Bell, C. & Zemke, R. (2007). *Managing your socks service*. New York: American Management Association.
- Brevard County Fire Rescue (2008). Brevard County Annual Awards*. Fire Rescue. Retrieved July 2008, from http://www.brevardcounty.us/fire_rescue/fr_award.cfm
- Caughlin, S. The lack of an informal recognition program in the Chesapeake Fire Department. Emmitsburg, MD: National Fire Academy, 2007.
- Cochran, K. (2006, May). Morale boost. *Fire Chief*, 5., pp. 76-81.
- Cohen, M. (Ed.). (2006). *What you accept is what you teach* Minneapolis, MN: Creative Health Care.
- Evans, B. (2007, November). The importance of looking back. *Fire Chief*, 51, 11., pp. 22-25. from <http://0-proquest.umi.com.novacat.nova>

[.edu/pqdweb?did=1390924161&Fmt=3&clientId=17038&RQT=309&VName=PQD](http://www.proquest.com/docview/1390924161?pqdweb?did=1390924161&Fmt=3&clientId=17038&RQT=309&VName=PQD)

ProQuest.

Executive development ED-Student Manual. (2006). (3rd ed.). Emmitsburg, MD: Department of Homeland Security U.S. Fire Administration National Fire Academy

Executive Fire Officer Program ARP Guidelines. (2005). Emmitsburg, MD: Department of Homeland Security U.S. Fire Administration National Fire Academy.

Herzberg, F., Mausner, B. & Snyderman, B. (1967). *The motivation to work*. New York: Wiley.

Jensen, D., McMullen, T. & Stark, M. (2007). *The manager's guide to rewards*. New York: Hay Group.

La Motta, T. (1995). *Recognition the quality way*. New York: Quality Resources.

Liff, S. (2007). *Managing government employees* New York: American Management Association.

Ludwick, P (2006, March). Just sat "thank you. I appreciate it.". PM. Public Management, 88(2), 31-32. Retrieved March 31, 2008

Maslow, A. (1970). *Motivation and personality*. New York: Harper & Row.

Mauldin, T. (2004). *Developing an effective recognition program in Sedwick County Fire District 1*. Emmitsburg, MD: National Fire Academy.

McCreary, S (2005, March). Motivating the workforce with a positive culture: recognition that works. *Franchising World*, 37-3, 54-58.

McGregor, D. (1960). *The human side of enterprise*. New York, New York: McGraw-Hill.

Miami-Dade Government. Miami Dade Employee Recognition. Retrieved June 2008, from <http://www.miamidade.gov/employees/programs.asp>

Nelson, B. (1994). *1001 Ways to reward employees* New York: Workman Publishing.

Pompano Beach Fire Rescue. (2001) Pompano beach fire rescue annual plan. Pompano Beach, Fl.

Pompano Beach Fire Rescue. (2007) Pompano beach fire rescue annual report. Pompano Beach, Fl.

Saunderson, R. (2004). Survey findings of the effectiveness of employee recognition in the public sector. *Public Personnel Management*, 33(3), 255-275. from <http://0-proquest.umi.com/novacat/nova.edu/pqdweb?did=715087101&sid=2&Fmt=4&clientId=17038&RQT=309&VName=PQD> ProQuest.

Shaw, W. (2001). Implementing an employee reward or recognition program with a unionized labor force. Emmitsburg, MD: National Fire Academy.

Tucker, S. (1998). Reward and recognition systems and evaluation. Emmitsburg, MD: National Fire Academy.

APPENDIX A

DEPARTMENT EMPLOYEE QUESTIONNAIR

	QUESTIONS	STRONGLY AGREE	AGREE	NEUTRAL	STRONGLY DISAGREE	DISAGREE
1	I am aware of the employee recognition and reward programs used by Pompano Beach Fire Rescue.					
2	I understand the criteria to receive an employee recognition award.					
3	I believe that the current employee recognition programs used by Pompano Beach Fire Rescue has value to me as an employee.					
4	I believe that the current employee recognition program utilized by Pompano Beach Fire Rescue is effective in providing me with the recognition for my actions.					
5	I believe that the employee recognition program utilized in Pompano Beach Fire Rescue is comparable to other local fire department's programs.					
6	Employee recognition is important to me.					
7	The current employee recognition program for Pompano Beach Fire Rescue needs improved.					

	QUESTIONS	STRONGLY AGREE	AGREE	NEUTRAL	STRONGLY DISAGREE	DISAGREE
8	I believe that any recognition should come from a committee of my peers.					
9	I would like to see both formal and informal employee recognition programs at Pompano Beach Fire Rescue.					
10	The department does an adequate job recognizing employees for their performance.					
11	Do you believe that a selection committee of your peers could lead to favoritism in the selection process?					
12	Is personal recognition for a job well done important to you?					
13	Do you believe that personal recognition for a job well done is more important than a monetary reward?					
14	Do you believe that recognition for a job well done improves morale					
15	I do not believe that an employee recognition program is needed					

Numerical Results-Appendix A

	QUESTIONS	STRONGLY AGREE	AGREE	NEUTRAL	STRONGLY DISAGREE	DISAGREE	TOTAL
1	I am aware of the employee recognition and reward programs used by Pompano Beach Fire Rescue.	9	39	46	18	53	165
2	I understand the criteria to receive an employee recognition award.	6	31	47	21	60	165
3	I believe that the current employee recognition programs used by Pompano Beach Fire Rescue has value to me as an employee.	9	31	58	17	50	165
4	I believe that the current employee recognition program utilized by Pompano Beach Fire Rescue is effective in providing me with the recognition for my actions.	6	30	49	28	52	165
5	I believe that the employee recognition program utilized in Pompano Beach Fire Rescue is comparable to other local fire department's programs.	0	13	106	12	34	165
6	Employee recognition is important to me.	71	59	23	4	8	165
7	The current employee recognition program for Pompano Beach Fire Rescue needs improved.	64	47	42	5	7	165

	QUESTIONS	STRONGLY AGREE	AGREE	NEUTRAL	STRONGLY DISAGREE	DISAGREE	TOTAL
8	I believe that any recognition should come from a committee of my peers.	20	63	55	4	23	165
9	I would like to see both formal and informal employee recognition programs at Pompano Beach Fire Rescue.	50	76	30	1	8	165
10	The department does an adequate job recognizing employees for their performance.	7	26	54	33	45	165
11	Do you believe that a selection committee of your peers could lead to favoritism in the selection process?	22	46	64	10	23	165
12	Is personal recognition for a job well done important to you?	54	68	31	7	5	165
13	Do you believe that personal recognition for a job well done is more important than a monetary reward?	21	33	60	23	28	165
14	Do you believe that recognition for a job well done improves morale	92	57	9	3	4	165
15	I do not believe that an employee recognition program is needed	11	14	20	54	66	165

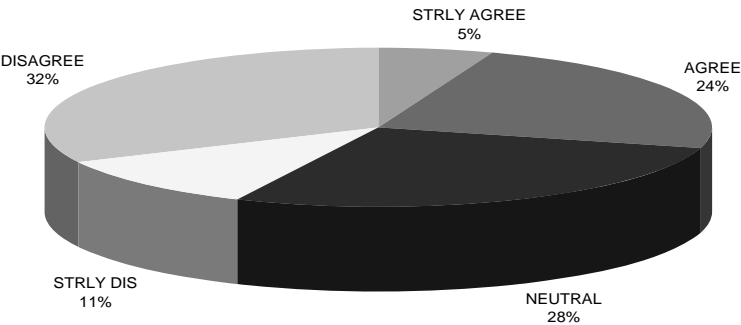
Percentage Results-Appendix A

	QUESTIONS	STRONGLY AGREE	AGREE	NEUTRAL	STRONGLY DISAGREE	DISAGREE
1	I am aware of the employee recognition and reward programs used by Pompano Beach Fire Rescue.	0.05	0.24	0.28	0.11	0.32
2	I understand the criteria to receive an employee recognition award.	0.04	0.19	0.28	0.13	0.36
3	I believe that the current employee recognition programs used by Pompano Beach Fire Rescue has value to me as an employee.	0.05	0.19	0.35	0.1	0.3
4	I believe that the current employee recognition program utilized by Pompano Beach Fire Rescue is effective in providing me with the recognition for my actions.	0.04	0.18	0.3	0.17	0.31
5	I believe that the employee recognition program utilized in Pompano Beach Fire Rescue is comparable to other local fire department's programs.	0	0.08	0.64	0.07	0.21
6	Employee recognition is important to me.	0.43	0.36	0.14	0.02	0.05
7	The current employee recognition program for Pompano Beach Fire Rescue needs improved.	0.39	0.28	0.25	0.03	0.04

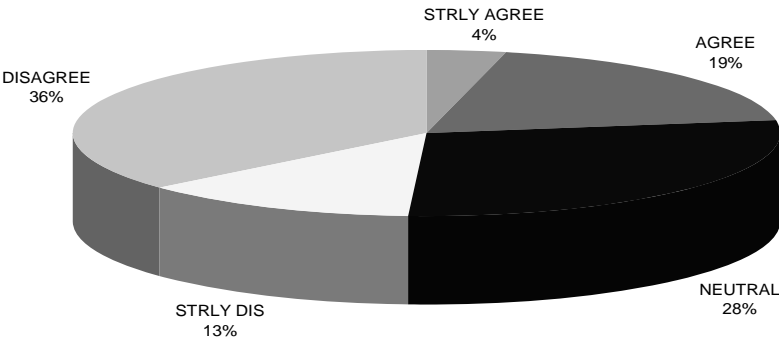
	QUESTIONS	STRONGLY AGREE	AGREE	NEUTRAL	STRONGLY DISAGREE	DISAGREE
8	I believe that any recognition should come from a committee of my peers.	0.12	0.38	0.33	0.03	0.14
9	I would like to see both formal and informal employee recognition programs at Pompano Beach Fire Rescue.	0.3	0.46	0.18	0.01	0.05
10	The department does an adequate job recognizing employees for their performance.	0.04	0.16	0.33	0.2	0.27
11	Do you believe that a selection committee of your peers could lead to favoritism in the selection process?	0.13	0.28	0.39	0.06	0.14
12	Is personal recognition for a job well done important to you?	0.33	0.41	0.19	0.04	0.03
13	Do you believe that personal recognition for a job well done is more important than a monetary reward?	0.13	0.2	0.36	0.14	0.17
14	Do you believe that recognition for a job well done improves morale	0.56	0.35	0.05	0.02	0.02
15	I do not believe that an employee recognition program is needed	0.07	0.08	0.12	0.33	0.4

Appendix A

Answers to question 1
**I am aware of the employee recognition program used in
Pompano Beach Fire Rescue**



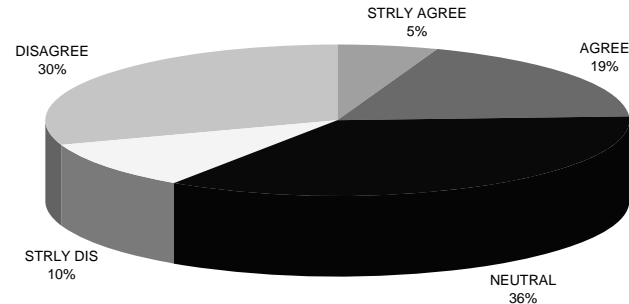
Answers to question 2
I understand the criteria to receive an employee recognition award



Appendix A

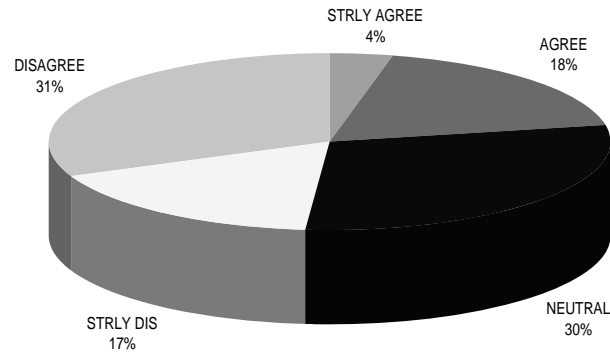
Answers to question 3

I believe that the current employee recognition programs used by Pompano Beach Fire Rescue has value to me as an employee



Answers to question 4

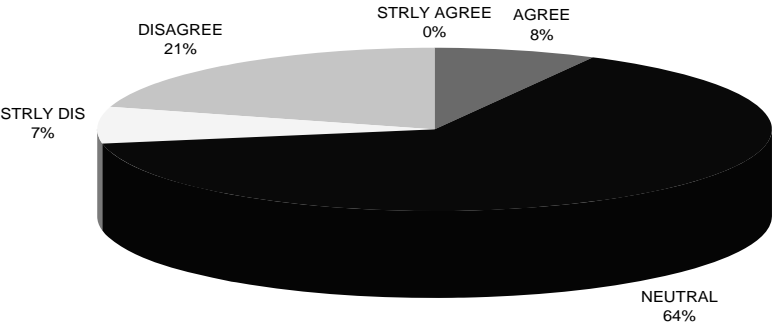
I believe that the current employee program utilized by Pompano Beach Fire Rescue is effective in providing me with the recognition for my actions



Appendix A

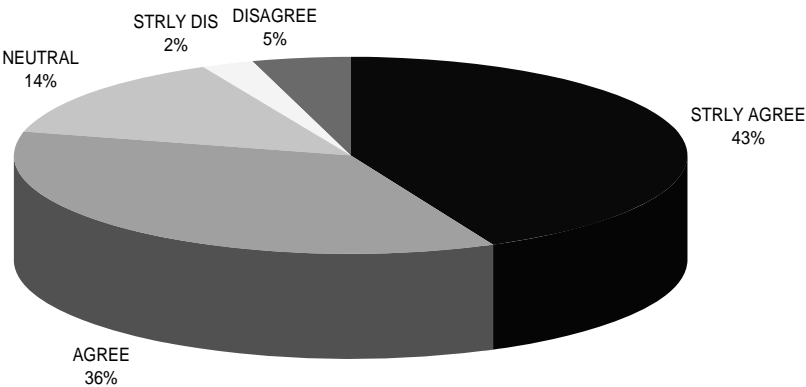
Answers to question 5

I believe that the employee recognition program utilized in Pompano Beach is comparable to other local fire department programs



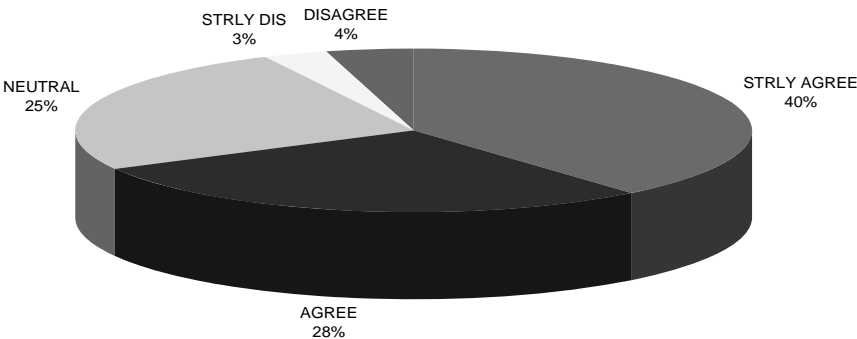
Answers to question 6

Employee recognition is important to me



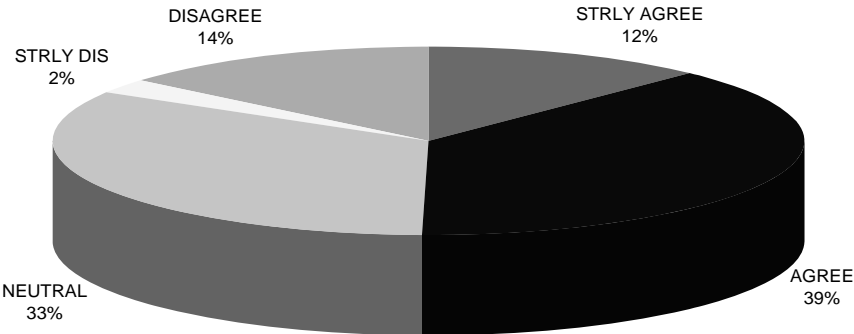
Answers to question 7

The current employee recognition program for Pompano Beach Fire Rescue needs improved.



Answers to question 8

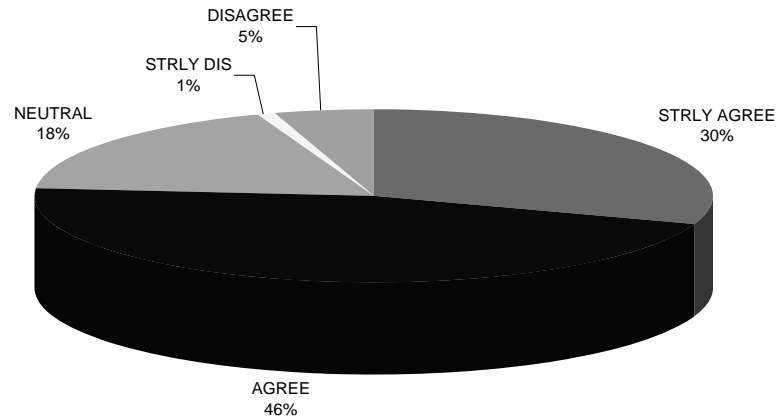
I believe that any recognition should come from a committee of my peers.



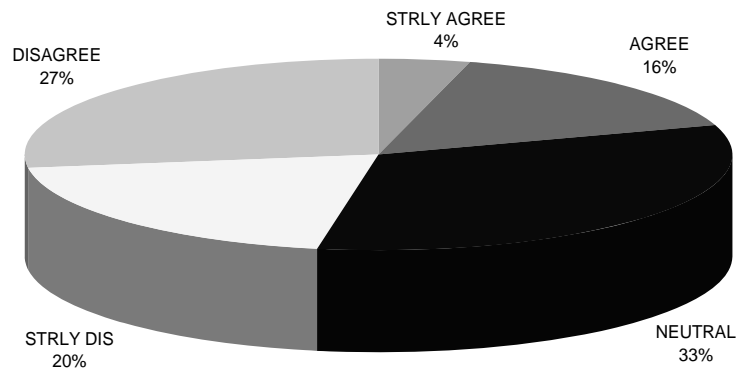
Appendix A

Answers to question 9

I would like to see both formal and informal employee recognition programs at Pompano Beach Fire Rescue.

Answers to question 10

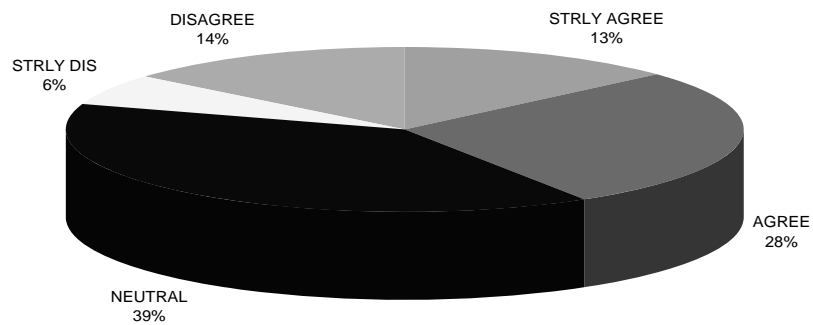
The department does an adequate job recognizing employees for their performance



Appendix A

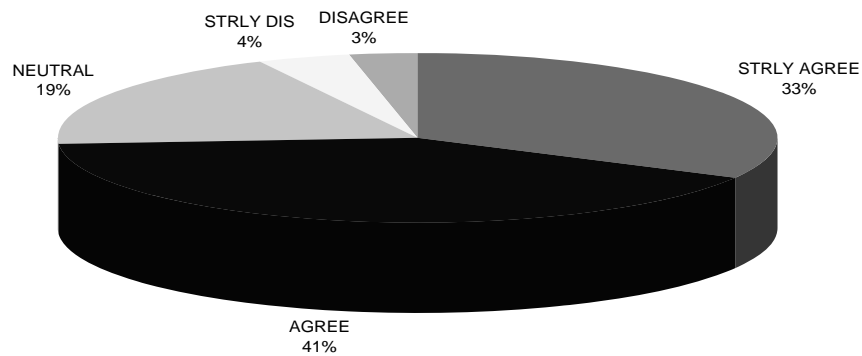
Answers to question 11

Do you believe that a selection committee of your peers could lead to favoritism in the selection process



Answers to question 12

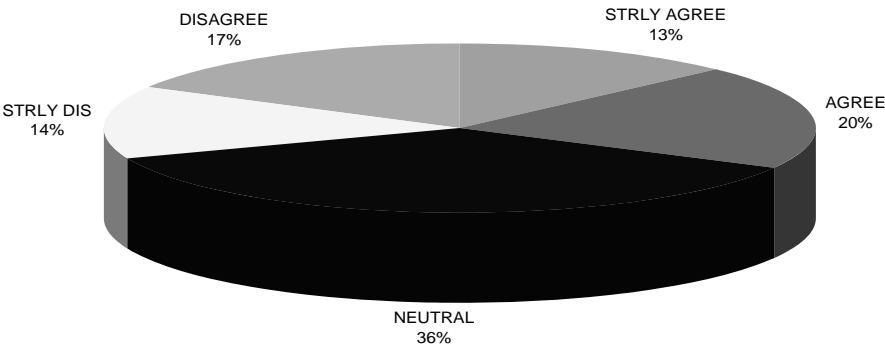
Is personal recognition for a job well done important to you?



Appendix A

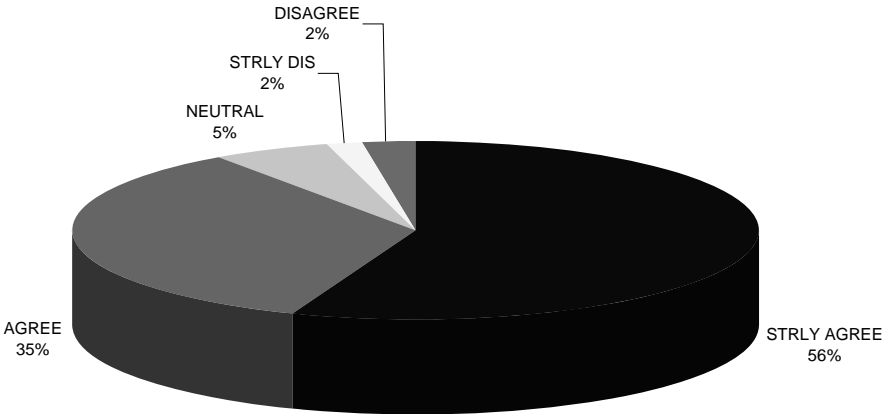
Answers to question 13

Do you believe that personal recognition for a job well done is more important than a monetary reward.



Answers to question 14

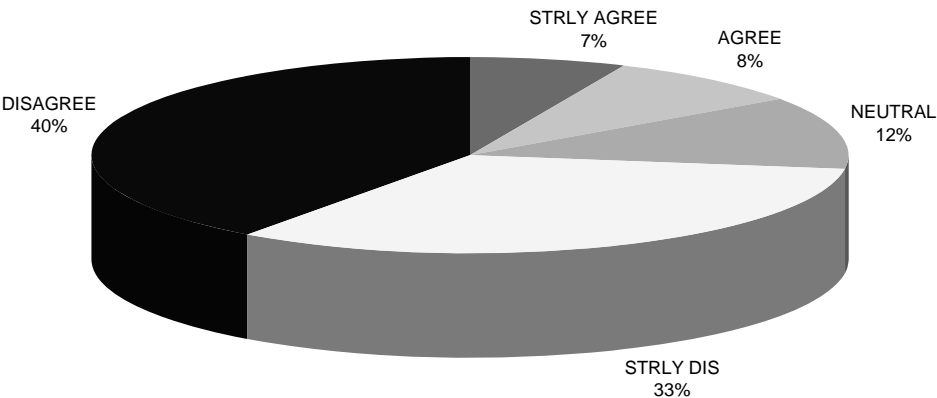
Do you believe that recognition for a job well done improve morale?



Appendix A

Answers to question 15

I do not believe that an employee recognition program is needed



APPENDIX B

NATIONAL FIRE SERVICE QUESTIONNAIRE
EMPLOYEE REWARD/RECOGNITION
QUESTIONS

1. Is your department a paid fire department?

Oyes

Ono

2. How many employees does your fire department have?

O 100

Oless than 300

Oless than 200

Ogreater than 300

3. Does your fire department have an employee reward/recognition program?

Oyes

Ono

4. Does your fire department's reward/recognition program provide monetary compensation as rewards?

Oyes

Ono

5. Does your fire department provide non-monetary rewards such as medals, pins, and certificates for awards rather than monetary?

Oyes

Ono

6. Are the recipients of your rewards selected by a committee of their peers?

Oyes

Ono

7. Does the criterion for your department's awards align with the core values of the department?

Oyes

Ono

8. Does your department have a mechanism in place for a supervisor to give an on the spot "thank- you" award?

Oyes

Ono

9. Does your department give awards in a timely fashion, close to the precipitating event?

☐yes

☐no

10. Do you believe that your department's reward/recognition program is adequate?

☐yes

☐no

APPENDIX B

NATIONAL FIRE SERVICE QUESTIONNAIRE
EMPLOYEE REWARD/RECOGNITION
RESULTS

1. Is your department a paid fire department?		
	Response Percent	Response Count
yes	98.4%	63
no	1.6%	1
	<i>answered question</i>	64
	<i>skipped question</i>	0
2. How many employees does your fire department have?		
	Response Percent	Response Count
less than 100	31.7%	20
less than 200	15.9%	10
less than 300	1.6%	1

2. How many employees does your fire department have?		
greater than 300	50.8%	32
	<i>answered question</i>	63
	<i>skipped question</i>	1
3. Does your fire department have an employee reward/recognition program?		
	Response Percent	Response Count
yes	82.5%	52
no	17.5%	11
	<i>answered question</i>	63
	<i>skipped question</i>	1
4. Does your fire department's reward/recognition program provide monetary compensation as rewards?		
	Response Percent	Response Count
yes	18.0%	11
no	82.0%	50
	<i>answered question</i>	61

4. Does your fire department's reward/recognition program provide monetary compensation as rewards?		
	<i>skipped question</i>	3
5. Does your fire department provide non-monetary rewards such as medals, pins, and certificates for awards rather than monetary?		
	Response Percent	Response Count
yes	87.1%	54
no	12.9%	8
	<i>answered question</i>	62
	<i>skipped question</i>	2
6. Are the recipients of your rewards selected by a committee of their peers?		
	Response Percent	Response Count
yes	58.1%	36
no	41.9%	26
	<i>answered question</i>	62
	<i>skipped question</i>	2
7. Does the criterion for your department's awards align with the core values of the department?		

7. Does the criterion for your department's awards align with the core values of the department?		
	Response Percent	Response Count
yes	77.0%	47
no	23.0%	14
	<i>answered question</i>	61
	<i>skipped question</i>	3
8. Does your department have a mechanism in place for a supervisor to give an on the spot "thank- you" award?		
	Response Percent	Response Count
yes	21.0%	13
no	79.0%	49
	<i>answered question</i>	62
	<i>skipped question</i>	2
9. Does your department give awards in a timely fashion, close to the precipitating event?		
	Response Percent	Response Count
yes	32.3%	20

9. Does your department give awards in a timely fashion, close to the precipitating event?		
no	67.7%	42
	<i>answered question</i>	62
	<i>skipped question</i>	2
10. Do you believe that your department's reward/recognition program is adequate?		
	Response Percent	Response Count
yes	41.3%	26
no	58.7%	37
	<i>answered question</i>	63
	<i>skipped question</i>	1

APPENDIX C

Reward/Recognition Applied Research Interview Questions PHONE INTERVIEW

I have listed 8 questions below dealing with employee reward/recognition programs. These questions are part of an applied research project I am doing for the Executive Fire Officer Program at the National Fire Academy. If you could look over the questions and answer them to the best of your ability I would appreciate it. I will call you later in the week to discuss your answers.

1. Could you describe your company's employee reward and recognition program and how it works?
2. On a scale of 1 to 5 with 5 being the best, how would you rate your company's employee reward and recognition program?
3. What one feature of your company's reward program makes it most successful and why?
4. Is your program valued by your employees and if so how do you know?
5. What types of reward or recognition do you employees enjoy most?
6. How would your company's program compare to other private company's employee reward and recognition programs?
7. How frequently do you modify or evaluate your program?
8. How involved are your managers in your program?

Appendix C

National Fire Academy Applied Research Interview Questions

PHONE INTERVIEW 8/29/08--- Results

Carmen Johnson
Vice President of Human Resources and Total Rewards for JM Industries
954-363-6077

I have listed 8 questions below dealing with employee reward/recognition programs. These questions are part of an applied research project I am doing for the Executive Fire Officer Program at the National Fire Academy. If you could look over the questions and answer them to the best of your ability I would appreciate it. I will call you later in the week to discuss your answers.

1. Could you describe your company's employee reward and recognition program and how it works?

JM Industries have multiple reward programs. They have the obvious pay for performance programs tied to sales. They also have spot bonus programs in which a manager can give a percentage of the individual's salary for doing something above and beyond the call of duty. The company also has a gift card program which are valued at \$75.00 and are also used a lesser degree of spot recognition. The Chairman Award is a companywide award and is the most prestigious award. The value can be up to \$5000.00 award and there are 5 recipients in the company. They get a crystal vase, special business cards and a parking spot for a year. The award is aligned with company's core values.

2. On a scale of 1 to 5 with 5 being the best, how would you rate your company's employee reward and recognition program?

Five when compared to the rest of the business world and the company is constantly looking to improve the programs.

3. What one feature of your company's reward program makes it most successful and why?

The programs are very generous and the employees value them tremendously. The company has the ability to fund the programs and the employees know that the programs will consistently present. It will not be eliminated for any reason.

4. Is your program valued by your employees and if so how do you know?

They are constantly conducting surveys and focus groups to ensure that they are providing rewards valued by employees

5. What types of reward or recognition do you employees enjoy most?

The employees enjoy the public recognition, even more so than the money. People appreciate the recognition.

6. How would your company's program compare to other private company's employee reward and recognition programs?

One of the best programs.

7. How frequently do you modify or evaluate your program?

Constantly.

8. How involved are your managers in your program?

Very involved.

Appendix C

National Fire Academy Applied Research Interview Questions

PHONE INTERVIEW 8/29/08---Results
Beth Ann Bor, Regional Manager of Customer Service
Broward Health, 954-776-8599

I have listed 8 questions below dealing with employee reward/recognition programs. These questions are part of an applied research project I am doing for the Executive Fire Officer Program at the National Fire Academy. If you could look over the questions and answer them to the best of your ability I would appreciate it. I will call you later in the week to discuss your answers.

1. Could you describe your company's employee reward and recognition program and how it works?

The program is called "Valuing our Stars". There is a four part form that is filled out when an individual is caught "shining" and anyone with five write ups goes to the committee to possibly be recognized as the quarterly shining star. The winner of the quarterly stars receives a party and public recognition and \$25.00, and receive a closer parking spot for three months. The individual's photograph is posted. Their name is then eligible to be picked at the "brightest star". The brightest star gets a parking spot for a year, \$500.00 dollars.

2. On a scale of 1 to 5 with 5 being the best, how would you rate your company's employee reward and recognition program?

Five

3. What one feature of your company's reward program makes it most successful and why?

The fact that the CEO is the person who recognizes the employee in front of their peers, it is the public recognition.

4. Is your program valued by your employees and if so how do you know?

Yes by the majority of the employees it is valued. Due to the number of submittals for shining star act reiterates the value of the program.

5. What types of reward or recognition do you employees enjoy most?

Food

6. How would your company's program compare to other private company's employee reward and recognition programs?

Very well.

7. How frequently do you modify or evaluate your program?

Yearly by the committee.

8. How involved are your managers in your program?

Very involved, they participate in the selection and celebration.

Appendix D

Proposed Rewards/Recognition Program and Procedures

I. AWARDS AND HONORS

A. HONORS

1. Semi-Annual Firefighter - Selected every six months by the Awards Committee from personnel nominated.
2. Firefighter of the Year - Selected annually by the Awards Committee from the two Firefighters from the semi-annual award recipients.

II. FIREFIGHTER AWARDS & HONORS COMMITTEE

- A. A committee of seven members is established to review nominations for bestowing the awards/honors described herein.
1. The committee shall be comprised of 7 members from the ranks of Firefighter up to Battalion Chief including Fire Prevention and Fire Training.
 2. Each member shall serve one year until appointments and Selections are made again. A member may serve on the committee every year.

III. NOMINATIONS

A. Eligibility

1. All firefighting personnel are eligible for the awards.
2. All firefighting personnel except Staff Officers are eligible for semi-annual Firefighter or Firefighter of the Year.
3. Only a civilian is eligible for the Malta Award.

B. Procedure

1. Any Fire Department personnel may nominate a fellow firefighter for an award or honor.

2. Any citizen may nominate a firefighter for an award or honor
3. Any Fire Department personnel may nominate a civilian for the Malta Award.
4. All nominations are to be forwarded via chain of command to the Awards Committee Chairperson.
5. A nomination is to be presented in memo form and contain the following when possible :
 - a. Nominated individual's name and assignment, if applicable.
 - b. A explanation of the events which resulted in the nomination.
 - c. The basis for considering the performance as worthy of recognition.
 - d. Supporting documents, letters, memos, statements, photographs, or any other applicable information which further explains the event and/or nomination of recognition.
6. In addition to the foregoing procedure, the Fire Chief, at his discretion, may grant such awards as he or she deems appropriate.

IV. SELECTION PROCEDURE

A. Review

1. The Committee will meet, review and discuss each nomination twice a year, as the chairperson deems necessary.
2. The Committee may request witnesses and documents pertinent to the nomination to confirm facts.
3. Each Committee Member has one vote. A simple majority vote of all Members present determines approval or disapproval of the nomination.
4. Nominees receiving the highest votes will be recommended for Award for Semi-Annual Firefighter or Firefighter of the Year.

V. AWARDS

A. Semi-Annual Firefighter Award

1. A photograph of the Firefighter announcing his/her selection will be displayed at Fire Administration and at the Firefighter's assigned Fire Station.
2. Documentation of the award will be entered into the Firefighter's personnel file.
3. The Firefighter will receive Five Hundred (\$500.00) Dollars in Savings Bonds.
4. The Firefighter will be eligible to use City recreational facilities free of charge for a period of Ninety (90) Days.
5. Announcement of the award and presentation to the Firefighter will be made by the Honorable Mayor at a City Commission meeting.

B. Firefighter of the Year

1. A photograph of the Firefighter announcing his/her selection will be prominently displayed in a public area at Fire Administration.
2. A permanent plaque listing Employees of the Year will bear an inscription of the Firefighter's name.
3. Documentation of the award will be entered into the Firefighter's personnel file.
4. The Firefighter will receive One Thousand (\$1,000.00) Dollars in Savings Bonds.
5. The Firefighter will be eligible to use City recreational facilities free of charge for a period of one year.
6. Announcement of the award and presentation to the Firefighter will be made by the Honorable Mayor at a City Commission meeting.
7. A uniform approved shirt pin will be presented as a memento of the award.

C. Medal of Valor

1. Medal of Valor - Issued for an extraordinary act of valor involving conspicuous bravery, coupled with great personal risk of life or serious injury, above and beyond the call of duty.
 - a. Firefighter's receiving this honor will be given a specially designed silver medal during a public ceremony. Along with the medal, an approved uniform shirt pin shall be given to the Firefighter as a memento of his/her bravery.

D. Team Commendation

1. Team Commendation - Awarded to a specialized structured or non-specialized, non-structured departmental group or element whose collective effort excels in performance beyond that which is normally required. Such effort must be a direct result of a coordinated and cumulative effort of all assigned members performing as a team.
 - a. Every member of the team receiving this award shall be recognized at their line up. A certificate naming all members of the team will be presented to each honoree by the Fire Chief. A copy of the certificate will be placed in the individual's personnel file.

E. Appreciation Certificates

1. Individual Commendation - Awarded for a commendable act or service which is demonstrated on or off duty that brings credit to Pompano Beach Fire Rescue and goes well beyond what is reasonably expected of an employee in the normal course of duty.
 - a. A Firefighter receiving this award shall be recognized at his or her line up. A certificate will be presented to the honoree by the Fire Chief. A copy will be placed in the individuals personnel file.

F. The Fire Department Malta Award

1. The Fire Department's Malta Award - This prestigious award is bestowed on a civilian for taking a courageous action in saving a life at the extent of imminent personal risk of life or serious injury.
 - a. The Malta Award is the highest civilian award presented by the Fire Department. An individual receiving such recognition will be presented an engraved plaque. A ceremony will be held whereby the recipient of the award will be so honored by the Fire Chief, the Mayor, and other invited community leaders at a Commission Meeting.

